

TRANSPORTATION AGENCY SURVEY

Prepared
By

Carmen Clark Consulting

February 14, 2005

TRANSPORTATION AGENCY SURVEY

INTRODUCTION

The purpose of this report is to provide summary data on selected transportation agencies in California. The data has been collected and summarized to assist the Transportation Authority of Marin (TAM) in discussing the potential future of the agency to expand its mission beyond the current responsibilities for Measure A and congestion management. Although I did a cursory review of twenty agencies around the state, I chose nine of them for presentation in this report. I chose these nine because they represent a range of different origins, missions, sizes, and variation in the way that their functions are organized. The purpose of this information is not to identify the agency that TAM needs to mimic, but to use the data as reference points for the discussion and decision on the most appropriate ultimate functional organization for TAM.

The agencies surveyed are:

- Sonoma County Transportation Authority (SCTA)
- Napa County Transportation Planning Agency
- Alameda County Congestion Management Agency
- Alameda County Transportation Authority/Improvement Authority (ACTA/ACTIA)
- San Francisco County Transportation Authority
- Solano Transportation Authority
- Contra Costa Transportation Authority
- Santa Clara Valley Transportation Authority (VTA)
- Riverside County Transportation Commission

Table 1 provides a summary of agency characteristics on the origin, number of employees, budget, personnel budget and organization functions. These characteristics are discussed in more detail in the sections below.

AGENCY ORIGINS

The origins of these agencies vary, but several began their organizational life as joint powers agencies and with the passage of state Prop 111 congestion management legislation, then became the designated congestion management agency (CMA) for the county. Others, such as San Francisco and Contra Costa, were created with the passage of local referenda establishing local sales tax programs and then designated as CMA's. Some were created by merger of existing agencies (Santa Clara VTA) and others were established directly by the legislature as special districts (Riverside County).

AGENCY FUNCTIONS

The most straightforward set of functions occurs in a single purpose agency like ACTA/ACTIA. Their primary function is to insure that the projects and programs in the expenditure plans are delivered to constituents; therefore, the functional activities are heavily weighted toward engineering and financial oversight. There is coordination with the Alameda County CMA, especially in the programming of funds, but the CMA functions in the county are carried out by the separate agency.

Some of the agencies on the list perform a dual role of sales tax agency and CMA (San Francisco and Contra Costa). This dual role has proven to be an advantage for making fund programming decisions, especially in highly leveraged situations. Programming and funding priorities can also be set by one policy body that takes into consideration the potential for congestion relief. In many cases, these agencies achieve both CMA and sales tax program goals through complementary, and even, synergistic outcomes.

With respect to land use functions, there is a good deal of variety in how the responsibilities are carried out. In San Francisco, the traditional land use planning functions are carried out by the City's Department of City Planning; however the Transportation Authority is taking increased initiative in focused land use studies that are related to significant transportation policy and investment decisions. In Contra Costa, growth management was included as a function of the agency when the sales tax referendum created it, and in Riverside County, long range resource and land use planning were a part of its legislated mandate.

There are three agencies in the survey that function as providers of transit services. For the smaller agencies, the service is provided through contract, but for the larger agencies, such as VTA, the agency provides the service directly. This functional difference is reflected in the size of VTA's personnel budget in relation to the total budget.

AGENCY PERSONNEL/STAFFING

Agency staffing ranges from four to eight in the smaller agencies (Sonoma, Napa, ACTIA) to over twenty for the larger planning agencies (Riverside County), and up to over 2,000 for a large agency, such as Santa Clara VTA, that is responsible for a full range of transportation functions. Although Sonoma is the smallest of the agencies, there is a proposal to increase agency staffing by four (4) FTE's to respond to the new demands of the sales tax measure.

Attachment 1 contains the organizational charts for each of the nine agencies. The most common staffing plan for the smaller agencies that are both sales tax funding agencies and CMA's is an executive team of director and deputy

directors for finance and planning or programming; a clerk to the Board who also may provide administrative support and legal and oversight functions usually performed by outside contractors. Additional technical support personnel are added as the workload increases and the need for special expertise is more cost effective to provide in house.

AGENCY TOTAL BUDGET/PERSONNEL BUDGET

Attachment 2 contains the annual budgets for the nine agencies surveyed. Budgets for these agencies differ according to the number of functions that the agency is responsible for, the size and complexity of the sales tax expenditure plan, and the amount of funding that is passed through the agency for the work done by other agencies.

It is difficult to compare the differing agency personnel budgets with each other or any ratio of personnel to total budget. However, for the smaller agencies with the least functions, the range is roughly ten (10) to fifteen (15) percent of the total budget allocated to salaries and benefits. There are many reasons for the variation, but it appears that the ratio may decrease (in other words you get more use out of the administrative burden) when the agency reaches a medium size and is not responsible for transit operations.

SUMMARY

In reviewing the agencies in this report, it appears that TAM is similar to other smaller agencies that have a dual role of sales tax program administrator and CMA. This model can be characterized as having a core of permanent staff that is funded from several sources augmented with contract personnel, depending on the size of the program, and divided along general functional lines of planning, programming, finance and administration. The level of planning, modeling, and monitoring determines the level of technical support needed in the planning and programming office. The financial office takes the lead in financial strategic planning, allocations, tracking project and program progress and administrative support. The executive directs the work of the agency, provides liaison with the board, and represents the agency in dealings with other agencies.

In considering an expanded role for the agency, the board needs to discuss and resolve the following strategic issues:

- What is not working well under the current system, i.e. what goals are not being met, functions not being performed adequately, or in a cost effective manner?
- What are the alternatives (administrative, political, organizational) for accomplishing these goals?

- What resources are available for any proposed change?
- What are the legal restrictions on TAM for assumption of expanded duties?
- When is the most productive time to have this strategic discussion and who gets involved?

TABLE 1 SUMMARY DATA FOR SELECTED TRANSPORTATION AGENCIES

Agency	Origin	Number of Employees	FY04-05 Total Budget	FY04-05 Personnel Budget	Functions
Sonoma County Transportation Authority	JPA Referendum	4 Permanent 4 additional proposed	\$2.8 M	\$514,000	1, 2, 3
Napa County Transportation Planning Agency	City/County JPA	8 permanent 2 half-time interns Plan to contract for legal service	\$7.1 M	\$770,000	2, 3, 4
Alameda County Congestion Management Agency	City/County JPA	11 permanent	\$23.8 M	\$1.2 M	1, 2, 3
Alameda County Transportation Authority / Transportation Improvement Authority	Referenda	7 permanent 3 contract Legal contracted	\$134 M	\$1.3 M	1
San Francisco County Transportation Authority	Referenda	22 permanent Legal contracted	\$211.1 M	\$2.4 M	1, 2, 3
Solano Transportation Authority	City/County JPA	16 permanent 1 part-time Legal contracted	\$5.9 M	N/A	1, 2, 3, 4
Contra Costa Transportation Authority	Referenda	13 permanent 2 contract	\$57.1 M	\$2.1 M	1, 2, 3, 5
Santa Clara Valley Transportation	Created by County; merged with CMA in	2,398	\$349.5 M	\$240 M	1, 2, 3, 4

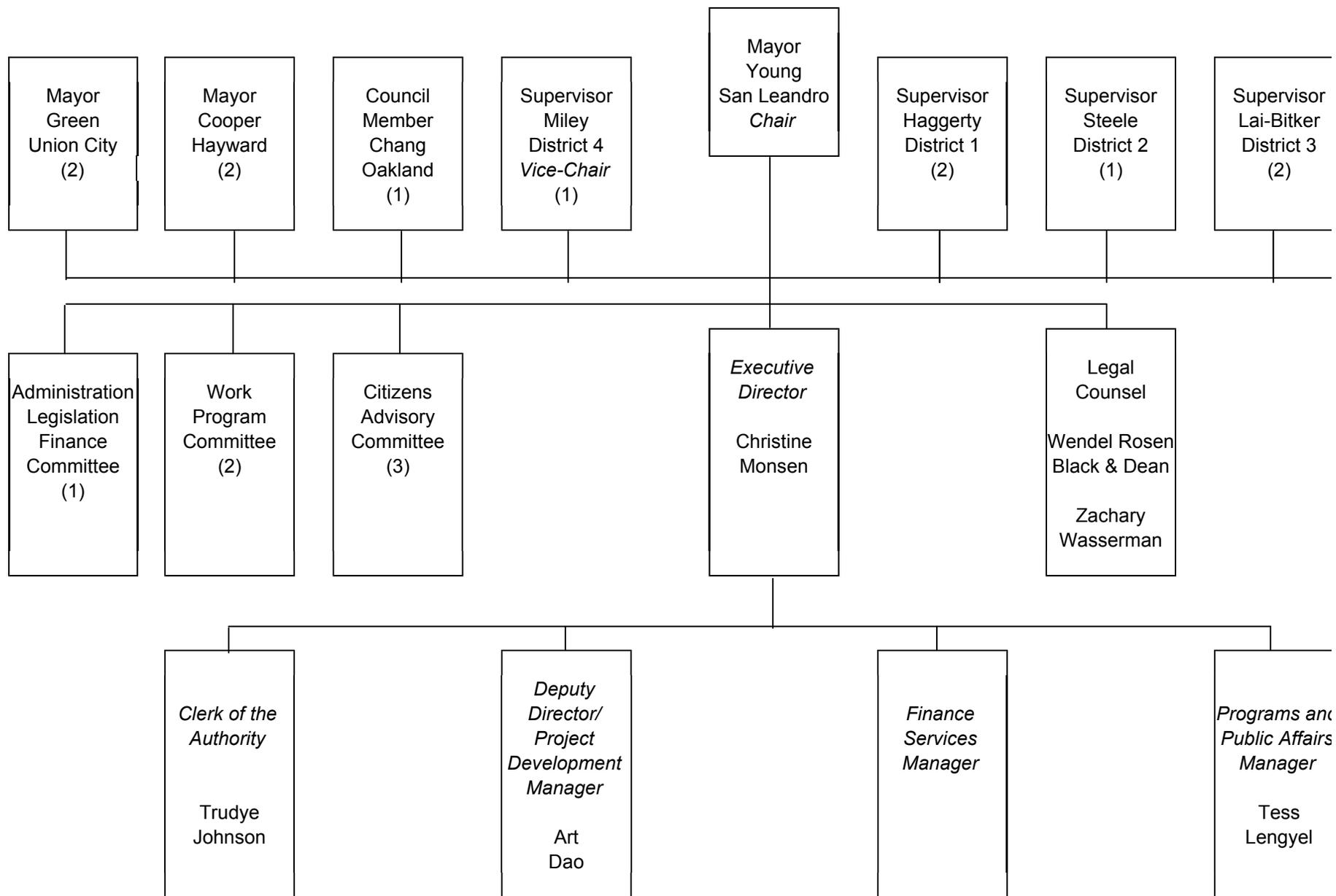
Authority	referendum				
Riverside County Transportation Commission	Special district created by state legislation	25 full time equivalents	\$178.2 M	\$3.1 M	1, 2, 3, 5

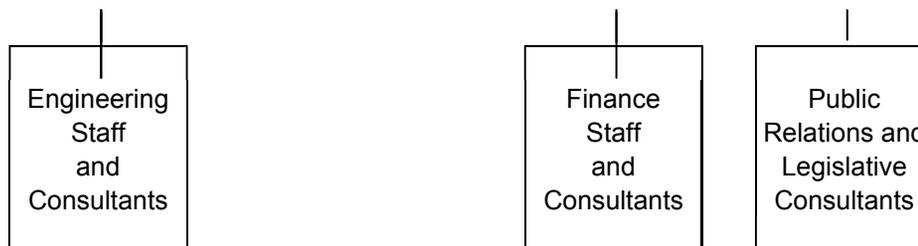
Key to functions:

1 – Funding allocations 2 – CMA 3 – Long range transportation planning 4 – Operations 5 – Land use planning

ATTACHMENT 1
AGENCY ORGANIZATION CHARTS

Alameda County Transportation Authority Organizational Chart





Alameda County Congestion Management Agency

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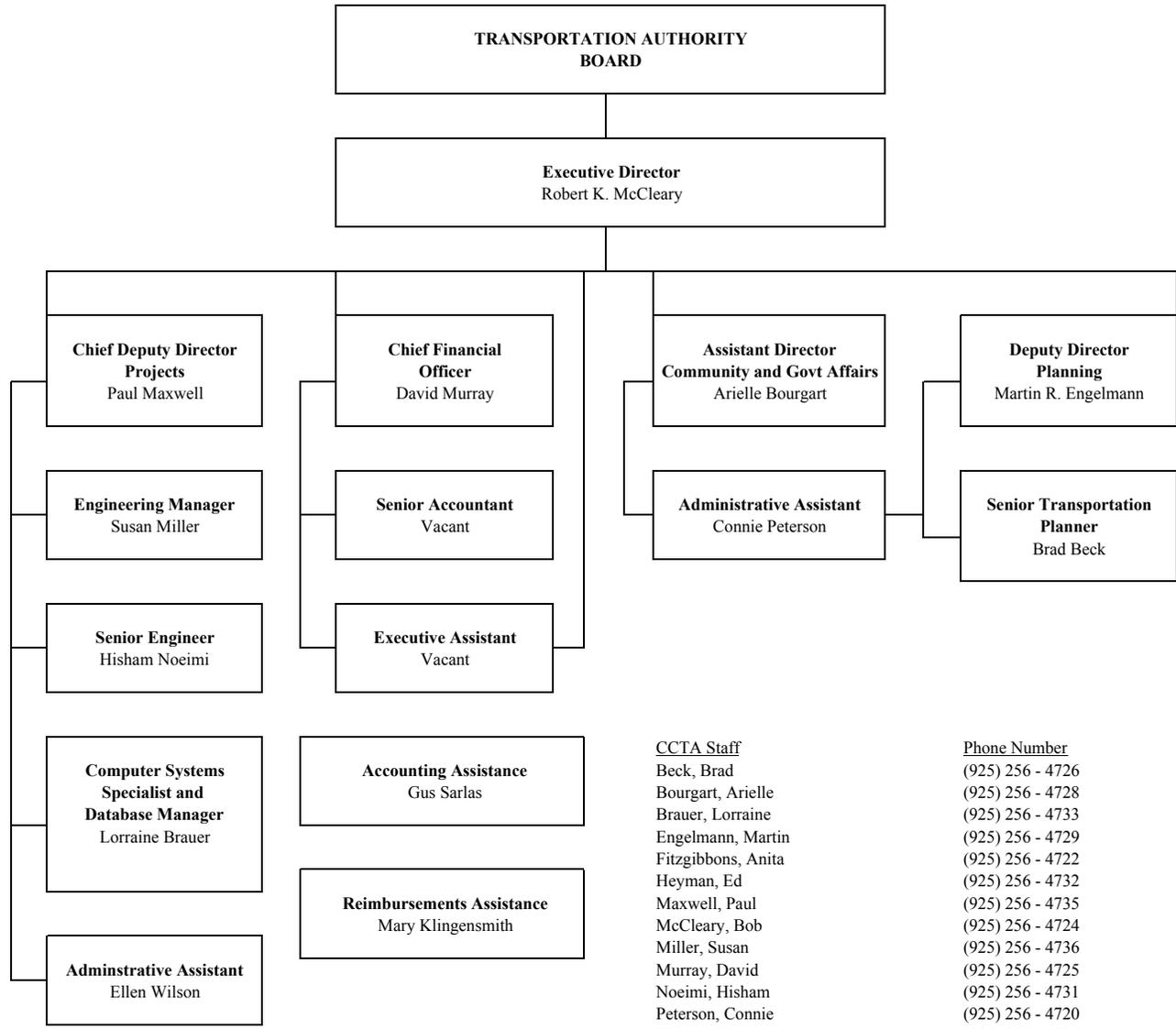
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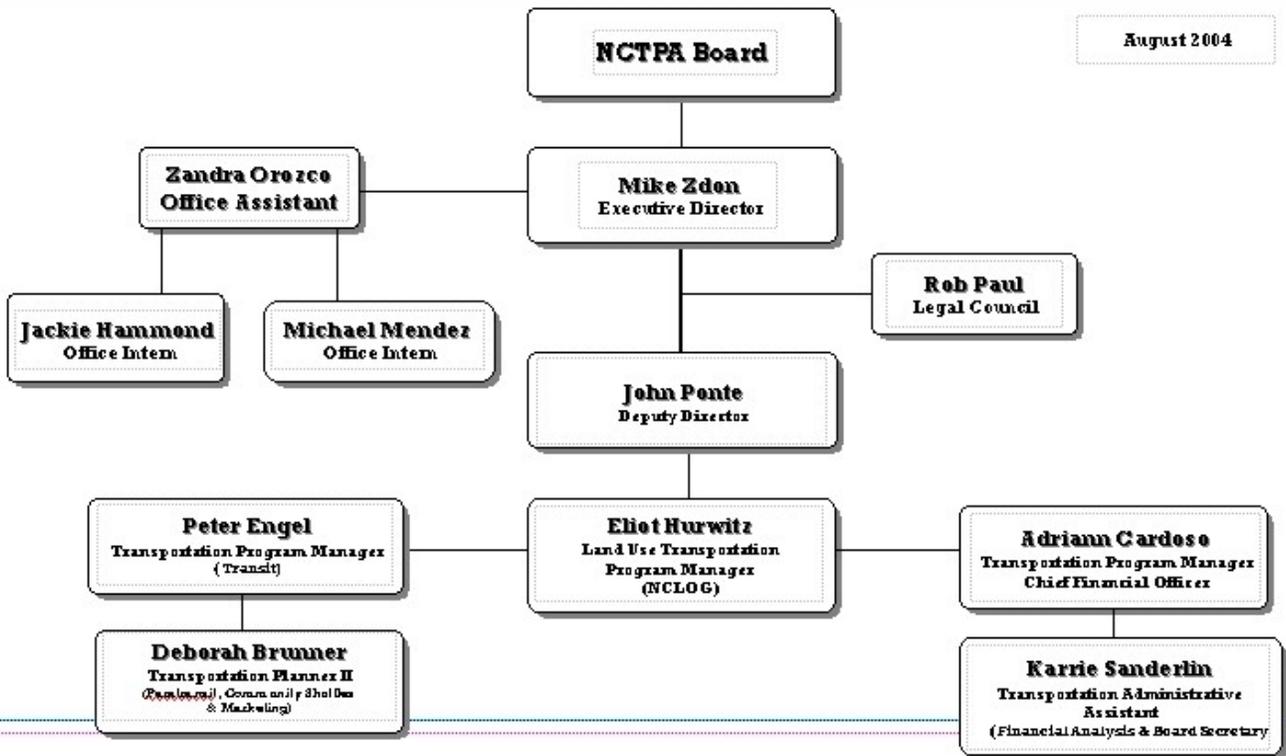
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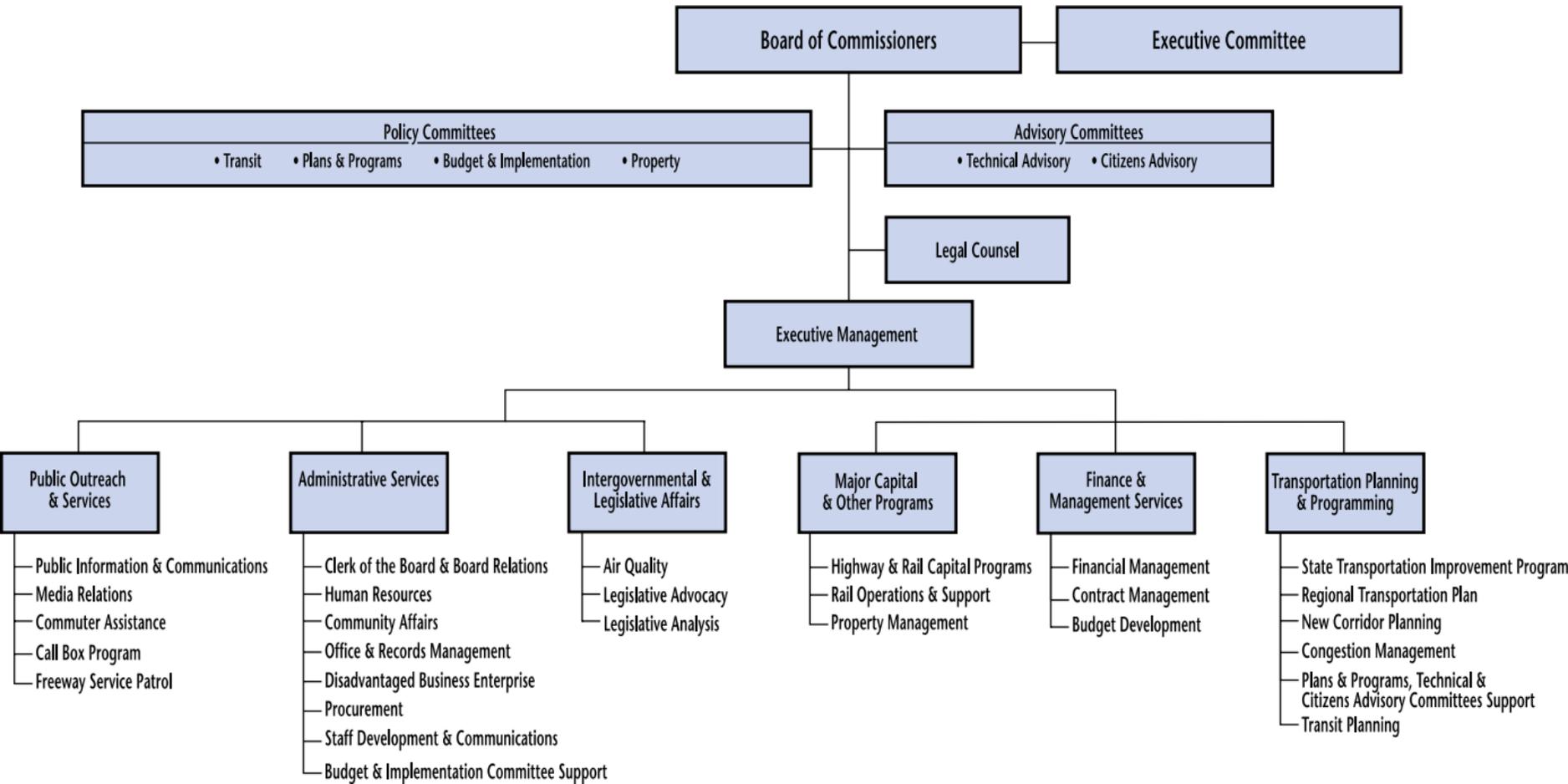
Contra Costa Transportation Authority
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NCTPA (Proposed) Organizational Chart

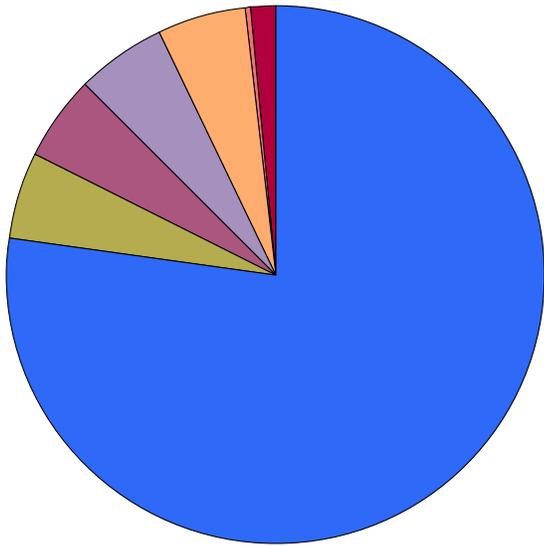
August 2004



FY 2004/05 FUNCTIONAL ORGANIZATION CHART

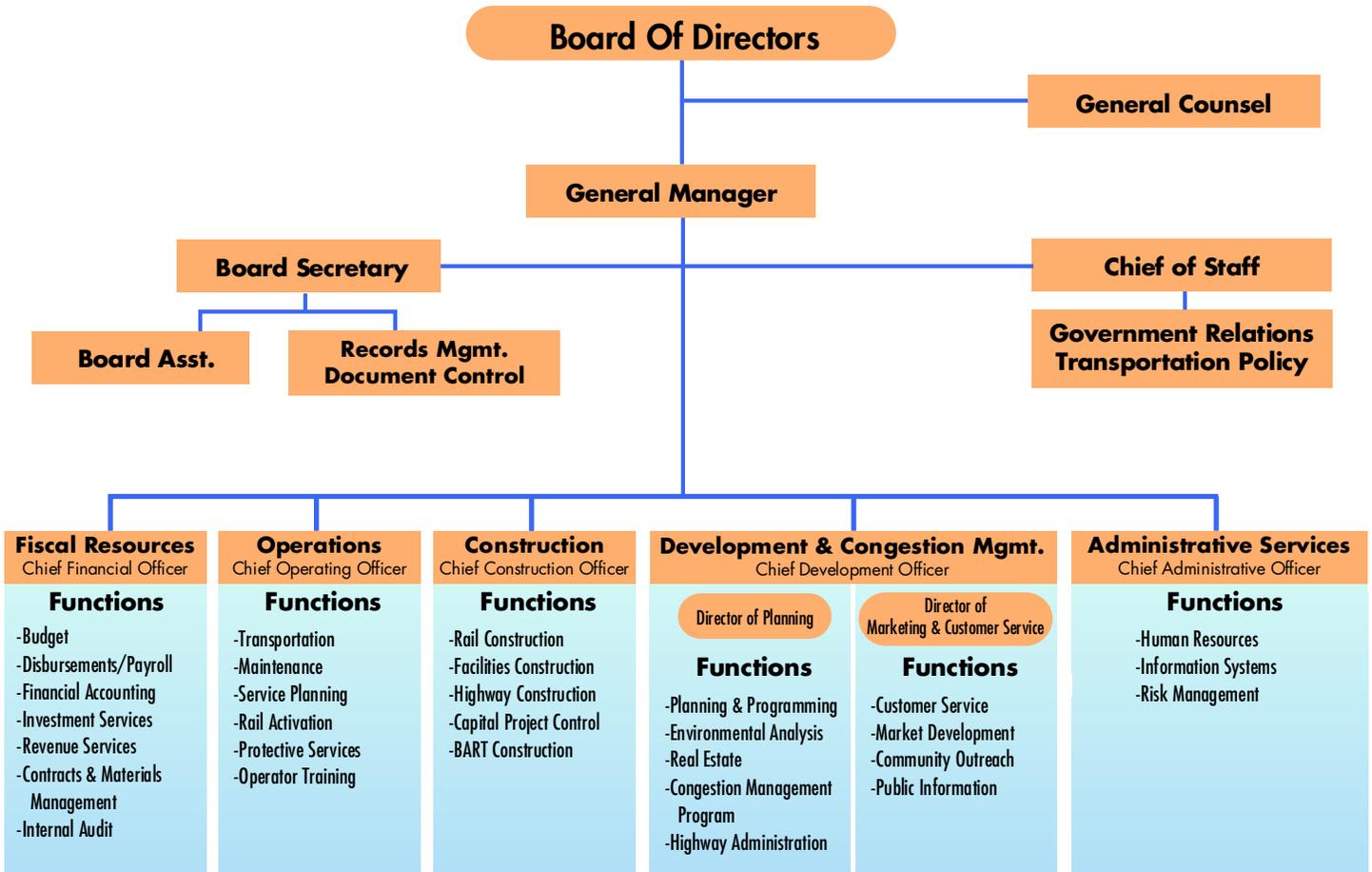


Number of Employee Positions in Organizational Units

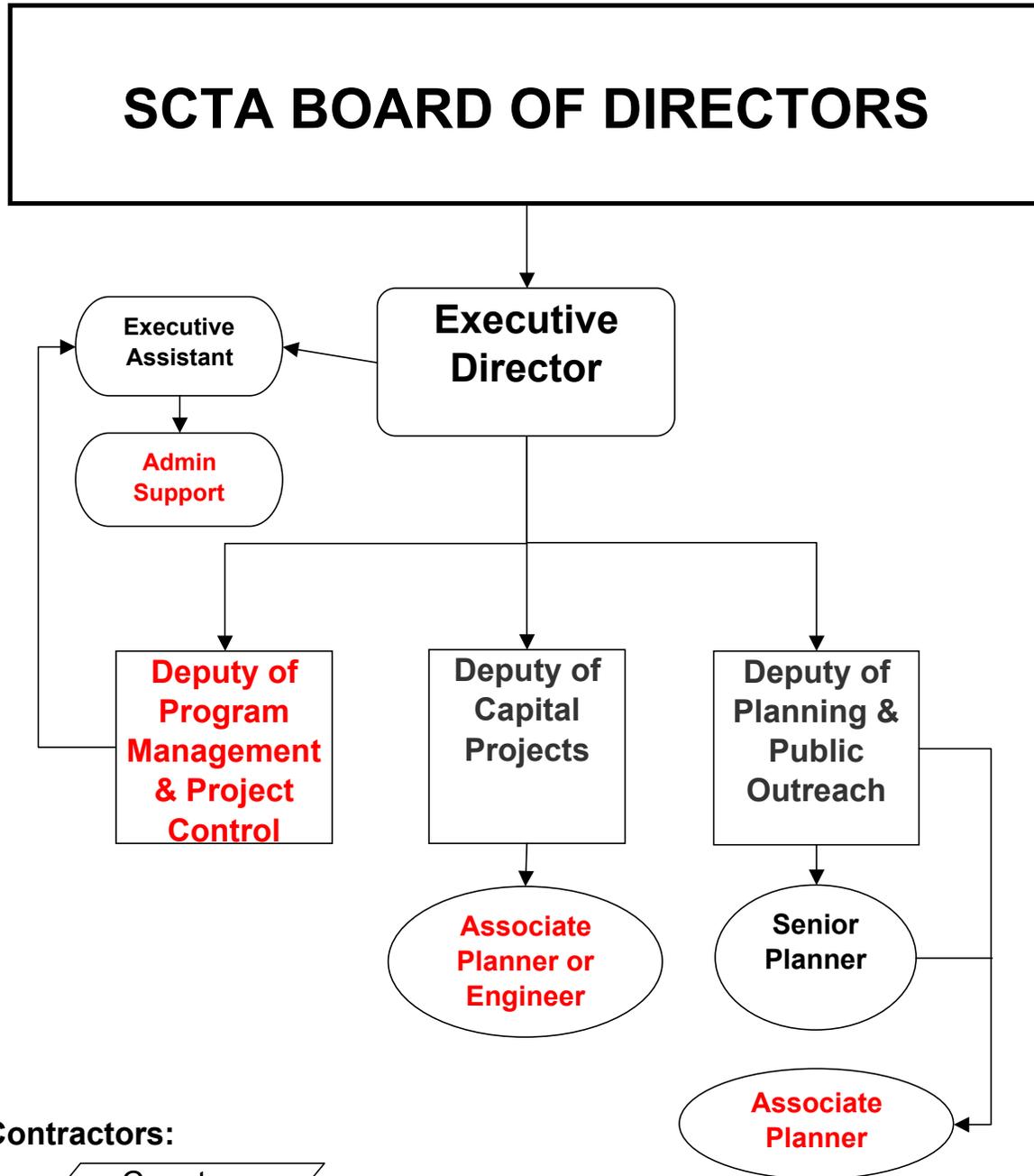


■ Operations	1850	77.2%
■ Development & Congestion Management	125	5.2%
■ Fiscal Resources	122	5.1%
■ Construction	130	5.4%
■ Administrative Services	126	5.3%
■ General Counsel	8	0.3%
■ General Manager	37	1.5%
Total	2398	100%

Santa Clara Valley Transportation Authority



Proposed SCTA Organization Chart



Contractors:

County Counsel

County Auditor

Financial Advisor

San Francisco County Transportation Authority

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San Francisco, CA 94102
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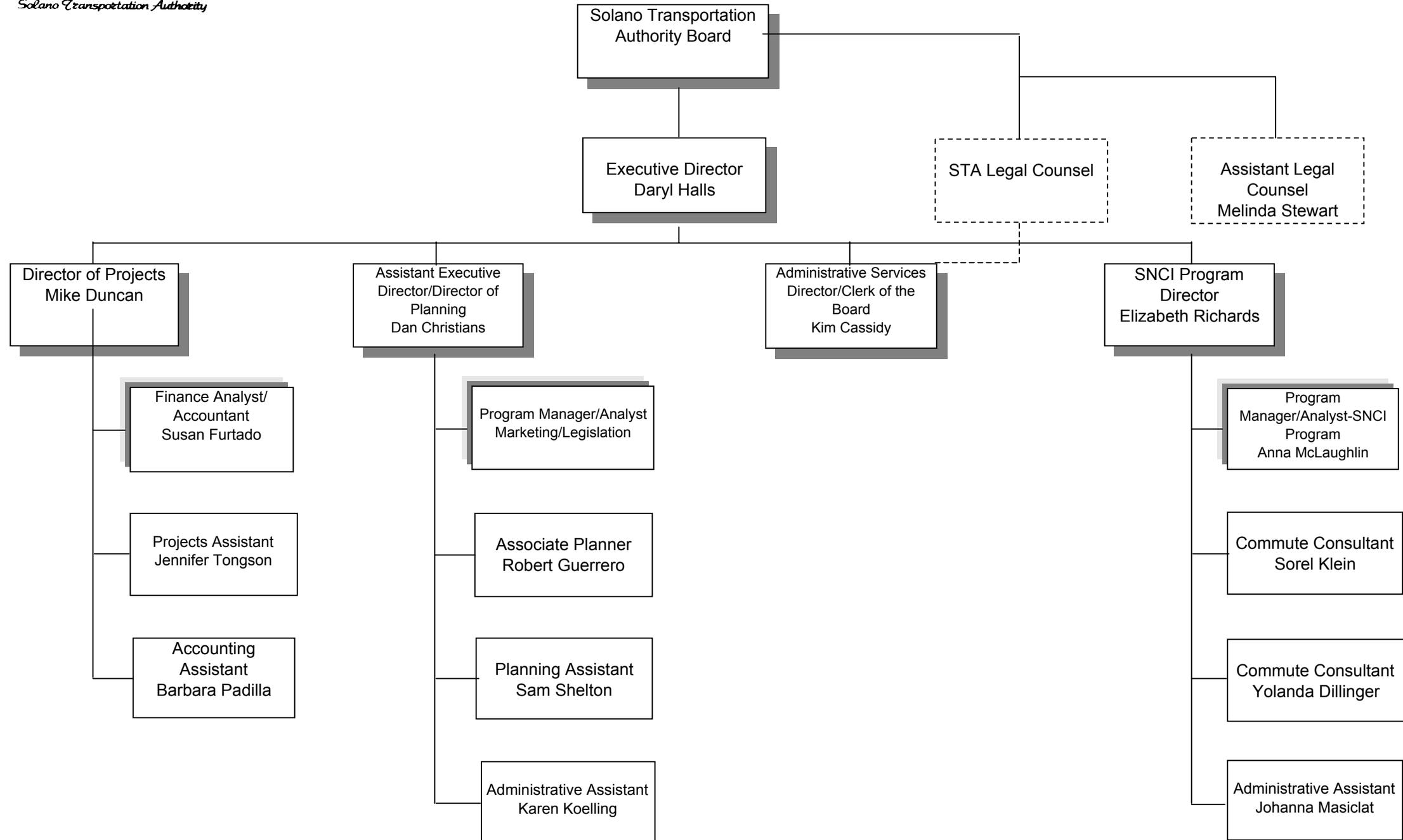
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ATTACHMENT 2
AGENCY BUDGETS

SUMMARY OF REVENUE AND EXPENDITURES

DESCRIPTION	Current Year 2003/2004				New Year 2004/2005	
	ORIGINAL BUDGET	MID-YR AMENDED BUDGET	PROJECTED/ PROPOSED	AMENDED vs PROJ'D	NEW YEAR BUDGET	02/03 PROJ'D vs 03/04 BUDG.
	(1)	(2)	(3)	(4)	(5)	(6)
REVENUE						
Sales Tax	92,700,000	92,700,000	94,900,000	2,200,000	97,774,000	2,874,000
Interest Income	1,125,000	585,000	585,000	0	840,000	115,000
Others	(476,569)	(476,569)	(416,569)	60,000	40,000	456,569
Roll-over of Prior-Year Unspent Project Budget		19,353,625	19,353,625	0		
Total ACTIA Revenues	93,348,431	112,162,056	114,422,056	2,260,000	98,654,000	3,445,569
EXPENDITURES						
Project Expenditures	34,319,000	55,172,625	55,172,625	0	75,293,326	20,120,701
Total Program Level Project Costs	34,319,000	55,172,625	55,172,625	0	75,293,326	20,120,701
Local Program Distributions						
Local Streets and Roads	19,666,799	19,666,799	20,133,541	466,742	20,743,275	609,734
Transit Programs	19,297,664	19,297,664	19,755,645	457,981	20,353,935	598,290
Paratransit	9,201,531	9,201,532	9,419,906	218,374	9,705,183	285,277
Non-Motorized Transportation	3,301,317	3,301,317	3,379,665	78,348	3,482,017	102,352
Regional Bike & Ped. Projects	1,100,440	1,100,440	1,126,556	26,116	1,160,673	34,117
Transit Oriented Development	167,267	167,267	171,237	3,970	176,422	5,186
Total Program Distributions	52,735,018	52,735,019	53,986,550	1,251,531	55,621,506	1,634,956
General and Administrative Expenses	1,158,822	1,158,822	1,103,016	(55,806)	1,263,877	160,861
Professional Services: General & Administrative	1,962,794	1,962,794	1,778,160	(184,634)	1,771,791	(6,369)
Total General & Administrative Expense	3,121,616	3,121,616	2,881,176	(240,440)	3,035,668	154,492
Other Expenses (BOE)*	956,000	956,000				
Total ACTIA Expenditures	91,131,634	111,985,260	112,040,351	1,011,091	133,950,501	21,910,150
Net Revenues over Expenditures	2,216,797	176,796	2,381,705	2,204,909	(35,296,501)	(37,678,206)
Net Assets- Beginning	35,864,045	35,864,045	35,864,045		38,245,750	
Net Assets- Projected Ending	38,080,842	38,040,841	38,245,750		2,949,249	

* BOE costs are netted against the sales tax

**Contra Costa Transportation Authority
FY 2004-05 Budget - Final**

**Exhibit 2: Revenues, Expenditures, and Changes in Fund Balances
All Government Fund Types**

Contra Costa Transportation Authority	General Fund	Special Revenue Fund	Capital Projects Fund	Debt Service Fund	Total FY 2004-05 Budget
REVENUES					
Sales Tax Revenues	\$ 68,617,000	\$ -	\$ -	\$ -	\$ 68,617,000
Investment Income	585,000	13,000	-	190,700	788,700
State Transportation Improvement Program Funds	1,564,089	-	-	-	1,564,089
Subregional Transportation Fees (WCCTAC)	540,000	-	-	-	540,000
Surface Transportation Program - CMA	448,000	-	-	-	448,000
Contributions from CMA Member Agencies	258,661	-	-	-	258,661
Motor Vehicle Registration Surcharge (TFCA)	-	1,537,471	-	-	1,537,471
Federal Surface Transportation Program-SR4Bailey	320,634	-	-	-	320,634
Regional Measure 2 (Caldecott) *	3,000,000	-	-	-	3,000,000
ECCRFFA Funds for SR4 East (Harbor)	500,000	-	-	-	500,000
SCCR/ TVTD (San Ramon)	2,200,000	-	-	-	2,200,000
Interest on Condemnations	5,000	-	-	-	5,000
CMA Amicus Curia Contributions	15,000	-	-	-	15,000
Proceeds from Sale of Excess Right-of-Way	1,500,000	-	-	-	1,500,000
Miscellaneous Revenues	10,000	-	-	-	10,000
Total Revenues	\$ 79,563,384	\$ 1,550,471	\$ -	\$ 190,700	\$ 81,304,555

* CCTA staff will also explore funding from **state TCRP funds**. Though staff has received indications that the RM2 funding application may be favorably considered, at this point it is unknown if RM2 or TCRP funds are the more likely funding source for the reimbursement of the Caldecott Tunnel Fourth Bore project development costs. Until this is known, staff will continue to investigate and pursue as appropriate each funding source.

Contra Costa Transportation Authority	General Fund	Special Revenue Fund	Capital Projects Fund	Debt Service Fund	Total FY 2004-05 Budget
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EXPENDITURES

Administration

Salaries and Employee Benefits	\$ 595,947	\$ -	\$ -	\$ -	\$ 595,947
Services, Supplies, and Capital Outlay	1,452,800	-	-	-	1,452,800

Project Management

Salaries and Employee Benefits	732,257	-	-	-	732,257
Services, Supplies, and Capital Outlay	24,500	-	-	-	24,500

Programs

Paratransit Services	2,410,662	-	-	-	2,410,662
Local Street Maintenance Improvement	-	12,351,060	-	-	12,351,060
Carpool, Vanpool, and Park & Ride	-	715,900	-	-	715,900
Bus Transit and Improvements	3,209,473	-	-	-	3,209,473

Projects

Total Highway and Arterials	14,094,746	-	-	-	14,094,746
Total Transit	18,597,256	-	-	-	18,597,256
Total Trails	7,455	-	-	-	7,455

Congestion Management Agency (CMA)

Regional Planning and Growth Management

Salaries and Employee Benefits	303,170	-	-	-	303,170
Services, Supplies, and Capital Outlay	395,300	-	-	-	395,300
Contributions to Other Agencies	30,000	-	-	-	30,000

Congestion Management

Salaries and Employee Benefits	406,661	-	-	-	406,661
Services, Supplies, and Capital Outlay	195,000	-	-	-	195,000

Transportation Demand Mgmt/ TFCA

Salaries and Employee Benefits	81,595	-	-	-	81,595
Services, Supplies, and Capital Outlay	7,000	-	-	-	7,000
Contributions to Other Agencies	1,476,489	-	-	-	1,476,489

Total Expenditures before Debt Service	\$ 44,020,312	\$ 13,066,960	\$ -	\$ -	\$ 57,087,272
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Debt Service

Principal Repayment	\$ -	\$ -	\$ -	\$ 25,225,000	\$ 25,225,000
Interest Payment	-	-	-	7,632,600	7,632,600

Total Expenditures Including Debt Service	\$ 44,020,312	\$ 13,066,960	\$ -	\$ 32,857,600	\$ 89,944,872
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Contra Costa Transportation Authority	General Fund	Special Revenue Fund	Capital Projects Fund	Debt Service Fund	Total FY 2004-05 Budget
Excess (Deficiency) of Revenues Over (Under) Expenditures	\$ 35,543,072	\$ (11,516,489)	\$ -	\$ (32,666,900)	\$ (8,640,317)
OTHER FINANCING SOURCES (USES)					
Interfunds Operating Transfers IN (OUT)					
For Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -
For LSM/Carpool	(13,066,960)	13,066,960	-	-	-
For Debt Service	(32,666,900)	-	-	32,666,900	-
For TFCA	1,480,569	(1,480,569)	-	-	-
Total Other Financing Source (Uses)	\$ (44,253,291)	\$ 11,586,391	\$ -	\$ 32,666,900	\$ -
NET CHANGE IN FUND BALANCES:					
Excess (Deficiency) of Revenues and Financing Sources Over (Under) Expenditures and Other Financing Uses	\$ (8,710,219)	\$ 69,902	\$ -	\$ -	\$ (8,640,317)
BEGINNING FUND BALANCES	\$ 46,956,506	\$ 907,947	\$ -	\$ 12,020,626	\$ 59,885,079
ENDING FUND BALANCES	\$ 38,246,287	\$ 977,849	\$ -	\$ 12,020,626	\$ 51,244,762

3.A.8-8

FY 04/05 NCTPA Annual Administrative, Planning and Transit Operating Budget

EXPENDITURES Account Description	Budget FY 03/04	Budget FY 04/05	Yr to Yr Difference	% Change	NCTPA & PCC	VINE Go	VINE	Taxi Scrip	ACT	Yountville Shuttle	St. Helena VINE	Downtown Trolley	Calistoga HandyVan
ADMINISTRATION													
Salaries	\$724,000	\$770,000	\$46,000	6%	\$560,130	\$38,115	\$139,755	\$6,400		\$6,400	\$6,400	\$6,400	\$6,400
Communications	\$5,225	\$5,000	-\$225	-4%	\$5,000								
Insurance	\$12,500	\$10,000	-\$2,500	-20%	\$10,000								
Office Expense	\$102,000	\$59,000	-\$43,000	-42%	\$55,000	\$2,000	\$2,000						
Legal Expense	\$20,500	\$22,000	\$1,500	7%	\$20,000		\$2,000						
Audit & Accounting Services	\$20,500	\$25,500	\$5,000	24%	\$9,000	\$2,500	\$14,000						
Services	\$11,000	\$60,000	\$49,000	445%	\$50,000	\$1,000	\$6,000			\$1,000		\$1,000	\$1,000
Studies & Plans	\$271,000	\$245,000	-\$26,000	-10%	\$260,000								
Rents & Leases	\$74,000	\$72,220	-\$1,780	-2%	\$48,081		\$24,139						
Transportation & Travel	\$14,500	\$11,500	-\$3,000	-21%	\$6,000		\$5,500						
Training	\$4,500	\$4,500	\$0	0%	\$2,000		\$2,500						
Subtotal:	\$1,259,725	\$1,284,720	\$24,995	2%	\$1,025,211	\$43,615	\$195,894	\$6,400	\$0	\$7,400	\$6,400	\$7,400	\$7,400
Transit Operations													
Services	\$27,900	\$21,000	-\$6,900	-25%		\$11,000	\$10,000						
Marketing	\$66,500	\$61,513	-\$4,988	-8%		\$9,975	\$46,550			\$2,494	\$2,494		
Printing & Reproduction	\$78,700	\$82,700	\$4,000	5%		\$3,000	\$60,000	\$6,000		\$1,200	\$1,000	\$11,000	\$500
Communications	\$12,000	\$12,000	\$0	0%			\$12,000						
Fuel & Lubricants	\$547,854	\$533,931	-\$13,923	-3%		\$50,000	\$450,000			\$6,000	\$7,000	\$17,289	\$3,642
Office Expense	\$2,500	\$3,000	\$500	20%			\$3,000						
Utilities	\$30,000	\$25,000	-\$5,000	-17%			\$25,000						
Insurance	\$177,000	\$205,000	\$28,000	16%			\$185,000					\$20,000	
Security	\$12,000	\$12,000	\$0	0%			\$12,000						
Purchased Transportation	\$4,274,399	\$4,403,435	\$129,036	3%		\$1,224,000	\$2,142,386	\$200,000	\$192,700	\$143,552	\$150,527	\$215,000	\$135,270
Leases & Rentals	\$1,400	\$1,500	\$100	7%			\$1,500						
Miscellaneous	\$11,215	\$10,000	-\$1,215	-11%		\$1,500	\$5,000			\$500	\$500	\$1,500	\$1,000
Interest Expense	\$125,000	\$10,000	-\$115,000	-92%			\$10,000						
Subtotal:	\$5,241,468	\$5,371,078	\$129,610	2%	\$0	\$1,299,475	\$2,962,436	\$206,000	\$192,700	\$153,745	\$161,521	\$264,789	\$140,412
VEHICLE MAINTENANCE													
Equipment Maintenance	\$280,205	\$300,889	\$20,684	7%			\$0					\$13,000	
Fuels & Lubricants	\$21,500	\$7,800	-\$13,700	-64%			\$287,889					\$300	
Office Expense	\$3,500	\$0	-\$3,500	-100%			\$7,500						
Miscellaneous	\$2,000	\$1,000	-\$1,000	-50%			\$0					\$500	
Subtotal:	\$307,205	\$309,689	\$2,484	1%	\$0	\$0	\$295,889	\$0	\$0	\$0	\$0	\$13,800	\$0
NON-VEHICLE MAINTENANCE													
Facility Maintenance	\$80,500	\$90,500	\$10,000	12%			\$0					\$500	
Equipment Maintenance	\$12,500	\$0	-\$12,500	-100%			\$90,000						
Miscellaneous	\$1,500	\$1,000	-\$500	-33%			\$0					\$500	
Subtotal:	\$ 94,500	\$ 91,500	-\$3,000	-3%	\$0	\$0	\$90,500	\$0	\$0	\$0	\$0	\$1,000	\$0
Subtotal of Transit Ops:	\$5,643,173	\$ 5,772,267	\$129,094	2%	\$ -	\$ 1,299,475	\$3,348,825	\$ 206,000	\$ 192,700	\$ 153,745	\$ 161,521	\$ 279,589	\$ 140,412
Admin, Planning & Operating:	\$6,902,898	\$ 7,056,987	\$154,089	2%	\$ 1,025,211	\$ 1,343,090	\$3,544,719	\$ 212,400	\$ 192,700	\$ 161,145	\$ 167,921	\$ 286,989	\$ 147,812

FY 04/05 NCTPA Annual Administrative, Planning and Transit Operating Budget

Fund 2060, Department 30100	Budget		Yr to Yr	%	NCTPA &	VINE Go	VINE	Taxi	ACT	Yountville	St. Helena	Downtown	Calistoga
Account Description	2003/2004		Difference	Change	PCC			Scrip		Shuttle	VINE	Trolley	HandyVan
Revenue													
Local Match	\$35,000	\$35,000	\$0	0%	\$35,000								
ACT Farebox	\$8,145	\$19,270	\$11,125	137%					\$19,270				
HandyVan Farebox	\$7,288	\$12,781	\$5,493	75%									\$12,781
Downtown Trolley Farebox	\$36,000	\$0	-\$36,000	-100%								\$0	
St. Helena VINE Farebox	\$0	\$14,892	\$14,892								\$14,892		
Taxi Scrip Farebox	\$112,500	\$112,500	\$0	0%				\$112,500					
VINE Farebox	\$584,097	\$567,155	-\$16,942	-3%			\$567,155						
VINE Go Farebox	\$156,530	\$64,974	-\$91,556	-58%		\$64,974							
Yountville Shuttle Farebox	\$7,712	\$14,115	\$6,403	83%						\$14,115			
VINE Go Farebox Contribution	\$2,000	\$100	-\$1,900	-95%		\$100				\$2,000			
Yountville Farebox Contribution	\$2,000	\$2,000	\$0	0%									
St. Helena Farebox Contribution	\$2,000	\$2,000	\$0								\$2,000		
Trolley Farebox Contribution	\$0	\$45,918	\$45,918									\$45,918	
Calistoga Farebox Contribution	\$2,000	\$2,000	\$0	0%									\$2,000
TDA, Art 4 Operations	\$2,140,143	\$2,047,208	-\$92,935	-4%			\$1,632,708		\$173,430			\$241,071	
TDA, Art 8 Operations	\$1,428,042	\$1,455,902	\$27,860	2%		\$942,742		\$83,184		\$144,931	\$152,029		\$133,016
TDA, Art 8 Planning & Admin	\$326,725	\$550,211	\$223,486	68%	\$550,211								
TDA, Art 4.5 Operations	\$366,246	\$273,477	-\$92,769	-25%		\$273,477							
Previous Yr Planning TDA	\$0	\$30,000	\$30,000		\$30,000								
BAAQMD Admin Support	\$5,000	\$5,000	\$0	0%	\$5,000								
STA (Pop - Regional Paratransit	\$60,547	\$61,697	\$1,150	2%		\$61,697							
STA (Pop - Northern Counties)	\$180,189	\$199,656	\$19,467	11%			\$199,656						
STA (Revenue Based)	\$19,117	\$16,716	-\$2,401	-13%				\$16,716					
Program and Planning Monitorin	\$110,000	\$0	-\$110,000	-100%	\$0								
MTC - TLU	\$150,000	\$150,000	\$0	0%	\$150,000								
MTC - Federal Planning Asst	\$240,000	\$240,000	\$0	0%	\$240,000								
MTC-SRTP Funds	\$28,000	\$28,000	\$0		\$28,000								
FTA Operating (incl. Cap Maint)	\$1,144,807	\$1,145,000	\$193	0%			\$1,145,000						
CTAA (WIG Funding)	\$0	\$22,000	\$22,000		\$22,000								
Miscellaneous Income	\$0	\$100	\$100		\$0		\$100						
Interest	\$0	\$300	\$300			\$100	\$100			\$100			
Total Revenue:	\$7,154,088	\$7,117,972	-\$36,116	-1%	\$ 1,060,211	\$ 1,343,090	\$3,544,719	\$ 212,400	\$ 192,700	\$ 161,145	\$ 168,921	\$ 286,989	\$ 147,797

**TABLE 18
BUDGET COMPARATIVE BY SUMMARIZED LINE ITEM FY 2002-2005**

	FY 01/02 Actual	FY 02/03 Actual	FY 03/04 Revised Budget	FY 03/04 Projected	FY 04/05 Budget	Dollar Change	Percent Change
REVENUES:							
Measure "A" Sales Tax	\$ 95,797,300	\$105,782,600	\$100,849,000	\$109,998,000	\$114,999,000	\$14,150,000	14.0%
LTF Sales Tax—Planning and Administration	2,070,700	2,104,100	2,090,700	2,225,300	2,287,300	196,600	9.4%
LTF Sales Tax— Transit Allocation	4,806,000	5,384,600	4,564,700	4,433,300	5,192,800	628,100	13.8%
STA Transit Allocation	4,746,600	4,711,000	2,666,100	2,666,100	2,763,100	97,000	3.6%
Vehicle Registration Fees	1,288,700	1,332,700	1,275,000	1,320,000	1,350,000	75,000	5.9%
Reimbursement	13,574,900	26,765,600	25,732,900	8,617,300	20,604,100	(5,128,800)	-19.9%
Other Revenue	3,117,600	2,714,400	3,653,800	2,839,000	1,963,900	(1,689,900)	-46.3%
TUMF Revenue	—	—	—	24,000,000	28,000,000	28,000,000	N/A
Investment Income	5,942,500	4,932,100	2,653,200	3,622,900	3,030,700	377,500	14.2%
TOTAL Revenues	131,344,300	153,727,100	143,485,400	159,721,900	180,190,900	36,705,500	25.6%
EXPENDITURES:							
Personnel							
Salary and Benefits	2,276,700	2,441,100	2,791,000	2,511,300	3,145,100	354,100	12.7%
Professional and Support Expenditures							
General Legal Services	691,200	912,800	1,283,000	882,800	1,072,500	(210,500)	-16.4%
Financial Services	19,600	24,400	50,000	16,000	50,000	—	0.0%
Audit Services	462,800	507,300	520,100	512,600	421,000	(99,100)	-19.1%
Professional Services- Other	1,108,100	1,783,500	2,103,400	1,868,500	1,789,100	(314,300)	-14.9%
TOTAL Professional Costs	2,281,700	3,228,000	3,956,500	3,279,900	3,332,600	(623,900)	-15.8%
Support Costs	1,567,700	1,718,600	2,080,700	1,654,300	2,010,000	(70,700)	-3.4%
TOTAL Professional and Support Costs	3,849,400	4,946,600	6,037,200	4,934,200	5,342,600	(694,600)	-11.5%
PROJECTS AND OPERATIONS:							
Projects-General	2,534,400	2,094,500	2,501,500	2,211,700	2,005,600	(495,900)	-19.8%
Rail Operations	1,004,500	1,213,100	1,152,700	954,600	1,043,500	(109,200)	-9.5%
SAFE Operations	1,434,500	637,000	595,900	526,200	1,376,100	780,200	130.9%
Towing	964,600	1,014,900	1,561,300	1,162,400	1,483,600	(77,700)	-5.0%
Commuter Assistance	1,186,100	1,508,400	1,968,500	1,508,600	1,900,700	(67,800)	-3.4%
Highway Engineering	3,953,400	2,599,000	2,505,900	1,375,700	2,985,000	479,100	19.1%
Rail Engineering	1,587,800	753,800	1,902,500	312,500	2,770,000	867,500	45.6%
TUMF Engineering	—	—	2,940,000	1,500,000	4,000,000	1,060,000	36.1%
Highway Construction	1,772,500	10,064,600	34,500,400	20,908,800	34,405,000	(95,400)	-0.3%
Rail Construction	446,500	14,995,700	4,252,500	2,524,500	2,200,000	(2,052,500)	-48.3%
Highway Right of Way	4,315,000	15,132,600	2,908,000	2,257,300	9,720,000	6,812,000	234.3%
Rail Right of Way	483,300	7,700,800	3,300,000	3,288,300	4,857,000	1,557,000	47.2%
TUMF Right of Way	—	—	—	—	30,000	30,000	N/A
SCRRA Contribution	2,998,500	2,598,500	3,056,300	3,206,000	3,394,000	337,700	11.0%
Special Studies	4,579,900	1,989,900	941,800	744,800	1,383,800	442,000	46.9%
Special	—	—	—	—	—	—	—
Transportation/Transit	4,285,500	3,946,700	4,497,000	4,415,500	5,285,100	788,100	17.5%
Local Streets and Roads	36,616,400	40,258,800	36,999,600	40,529,600	42,545,000	5,545,400	15.0%
Regional Arterials- Coachella Valley	9,732,100	8,445,400	7,133,200	7,133,200	9,000,000	1,866,800	26.2%
LTF Disbursements	605,500	667,200	912,600	915,600	806,100	(106,500)	-11.7%
STA Disbursements	4,255,000	5,808,800	2,666,000	2,666,000	2,762,000	96,000	3.6%
TOTAL Project and Operating Costs	82,755,500	121,429,700	116,295,700	98,141,300	133,952,500	17,656,800	15.2%
DEBT SERVICE:							
Principal Payments	24,068,900	25,173,500	22,073,100	22,073,100	27,200,000	5,126,900	23.2%
Interest Payments	11,477,000	10,376,000	13,405,000	13,405,000	8,286,000	(5,119,000)	-38.2%
TOTAL Debt Service	35,545,900	35,549,500	35,478,100	35,478,100	35,486,000	7,900	0.0%
Capital Outlay	279,400	346,600	453,000	44,800	340,000	(113,000)	-24.9%
TOTAL Expenditures	124,706,900	164,713,500	161,055,000	141,109,700	178,266,200	17,211,200	10.7%
Excess (Deficiency) of Revenues Over (Under) Expenditures							
Beginning Fund Balance	158,245,900	164,666,600	158,894,500	158,894,500	177,506,700	18,612,200	11.7%
Change in accounting principles	(216,700)	5,214,300	—	—	—	—	N/A
ENDING FUND BALANCE	\$164,666,600	\$158,894,500	\$141,324,900	\$177,506,700	\$179,431,400	\$38,106,500	27.0%



Exhibit 2
SANTA CLARA VALLEY TRANSPORTATION AUTHORITY
FISCAL YEAR 2003-04 AND 2004-05 SECOND REVISED BUDGETS
STATEMENT OF REVENUES AND EXPENSES

In thousands	FY 2003-04			FY 2004-05		
	Adopted	Revision #1	Revision #2	Adopted	Revision #1	Revision #2
Fares	\$ 30,472	\$ 30,472	\$ 30,504	\$ 35,405	\$ 33,654	\$ 34,524
1/2 Cent Sales Tax	135,000	135,000	135,000	139,000	139,000	139,000
TDA	63,450	63,450	63,450	65,330	65,330	67,098
STA	4,274	4,414	4,414	5,000	5,000	7,537
State Operating Grants	1,177	1,177	1,199	1,177	1,177	1,104
Investment Earnings	2,000	2,390	2,390	1,500	1,500	1,500
Advertising Income	1,818	1,818	1,818	1,818	1,818	1,838
Measure A Repayment Obligation	14,595	14,595	14,595	14,566	14,566	14,566
Other Income	2,398	2,884	2,641	2,399	2,745	2,483
Ongoing Revenue	255,184	256,200	256,011	266,195	264,790	269,650
Local Operating Assistance	-	-	-	-	-	221
Federal Operating Grants	30,284	40,907	37,733	31,344	31,402	36,634
Financing Transactions	8,300	32,420	35,840	8,400	5,310	2,890
Measure B Fund Swap	2,044	2,044	2,044	5,197	5,197	5,197
Measure A Repayment/FY 02 & 03	-	29,263	7,097	-	-	22,166
Measure A Debt Proceeds/Operations	-	32,200	-	-	46,148	18,073
TCRP/Measure A Debt Proceeds	81,945	81,945	81,945	-	-	-
One-Time Revenue	122,573	218,779	164,659	44,941	88,057	85,181
Total Revenue	377,757	474,979	420,670	311,136	352,847	354,831
Wages & Salaries	129,941	137,839	133,498	118,082	137,900	132,188
Benefits	92,332	98,259	95,071	89,115	106,147	107,994
Materials & Supplies	13,750	14,197	13,016	13,385	15,087	14,978
Security	7,904	7,904	7,719	8,499	8,499	8,499
Professional & Special Services	4,645	5,340	5,085	5,474	5,550	5,576
Other Services	6,369	6,733	6,543	6,380	6,491	6,705
Fuel	6,594	6,801	6,501	5,143	6,605	8,633
Traction Power	2,680	3,217	2,717	3,100	3,949	3,949
Tires	949	1,055	1,055	938	1,038	1,038
Utilities	2,469	2,285	2,151	2,518	2,538	2,538
Insurance	3,461	3,505	3,505	4,438	4,438	3,821
Data Processing	2,675	2,588	2,488	2,726	2,726	2,726
Office Expense	663	639	613	672	697	630
Communications	1,625	1,598	1,498	1,642	1,711	1,611
Employee Related Expense	1,097	982	989	1,114	1,183	1,150
Leases & Rents	629	638	629	637	653	653
Miscellaneous	1,691	1,590	1,578	1,473	1,442	1,442
Reimbursements	(21,138)	(39,165)	(33,955)	(15,633)	(31,210)	(31,210)
Operating Expense	258,336	256,005	250,701	249,703	275,444	272,921
Paratransit	31,797	31,327	28,305	32,751	34,063	29,533
Caltrain	14,105	14,733	14,733	14,387	15,025	15,025
Light Rail Shuttles	1,000	955	955	1,000	1,105	955
Altamont Commuter Express	3,960	3,946	3,736	4,034	4,223	3,913
Highway 17 Express	440	455	375	440	455	415
Dumbarton Express	355	390	390	355	390	390
Contribution to Other Agencies	466	466	466	470	470	470
Debt Service	105,735	104,285	104,285	23,579	23,579	23,579
Other Expense	48	48	48	373	373	373
Other Expense	157,906	156,605	153,293	77,389	79,683	74,653
Contingency	2,000	2,000	2,000	2,000	2,000	2,000
Total Expense	418,242	414,610	405,994	329,092	357,127	349,574
Surplus/(Deficit) to Reserves	\$ (40,485)	\$ 60,369	\$ 14,676	\$ (17,956)	\$ (4,280)	\$ 5,257

SCTA Preliminary FY04/05 Budget
Summary of Revenue and Expenditures

Revenues	
<u>Category 1</u>	
State - STIP 2000 & 2002 (PPM) \$	177,600
State - STIP 2002 (N)	1,016,900
State - STIP 2002 (S)	1,016,900
Subtotal	2,211,400
<u>Categories 2 & 3</u>	
County	77,350
Cities	87,650
MTC Contribution	240,000
MTC Contribution TLC/HIP	150,000
Subtotal	555,000
Revenue Total	\$ 2,766,400

Expenditures Summary	
<u>All Categories</u>	
Salary \$	366,736
Benefits	147,412
Audit/General Accounting	10,750
Fiscal Accounting Services	20,000
Legal Services	20,000
Computer Services & Hardware	11,000
ISD Baseline	16,000
Office Supplies	5,500
Postage	4,500
Printing Services	17,000
Copy Rental	6,500
Public/Legal Notices	2,500
Rents/Leases-Bldgs/Imp	41,000
Subscriptions	1,500
Liability Insurance	5,000
Telephones	3,500
Travel	7,000
Private Car Exp	8,000
Consultant Services	2,092,500
TFCA Reimbursement	(20,000)
Expenditure Total	\$ 2,766,398
Fund Balance	\$ 2

Expenditures by Revenue Category	
<u>SCTA General (Category 1)</u>	
Salary \$	130,786
Benefits	51,502
Audit/General Accounting	10,750
Fiscal Accounting Services	5,000
Legal Services	2,500
Computer Services & Hardware	2,500
ISD Baseline	11,000
Office Supplies	3,500
Postage	3,500
Printing Services	3,500
Copy Rental	5,500
Public/Legal Notices	250
Rents/Leases-Bldgs/Imp	41,000
Subscriptions	1,500
Liability Insurance	5,000
Telephones	3,500
Travel	3,000
Private Car Exp	4,200
Sub-Total	\$ 288,488
<u>Projects (Category 2)</u>	
Salary \$	126,400
Benefits	51,200
Consultant Services	2,000,000
Legal Services	15,000
Fiscal Accounting Services	10,000
Printing Services	1,000
Office Supplies	1,000
Public/Legal Notices	1,500
Travel	2,500
Private Car Exp	2,800
Sub-Total	\$ 2,211,400
<u>Planning (Category 3)</u>	
Salary \$	109,550
Benefits	44,710
Consultant Services	92,500
Legal Services	2,500
Fiscal Accounting Services	5,000
Computer Services & Hardware	8,500
ISD Baseline	5,000
Printing Services	12,500
Copy Rental	1,000
Postage	1,000
Office Supplies	1,000
Public/Legal Notices	750
Travel	1,500
Private Car Exp	1,000
TFCA Reimbursement	(20,000)
Sub-Total	\$ 266,510
Expenditure Total	\$ 2,766,398

San Francisco County Transportation Authority
Proposed FY 2004/05 Budget
Attachment A

REVENUES:	Adopted Budget FY03/04	Increase / Decrease	Proposed Budget FY04/05
PROPOSITION B			
Carryover Balance FY 02/03	\$24,484,381	(\$2,541,358)	\$21,943,023
Sales Tax Revenues	\$62,474,647	\$649,353	\$63,124,000
Interest Income	\$2,173,167	(\$1,163,167)	\$1,010,000
Deobligations	\$4,686,192	(\$2,686,192)	\$2,000,000
Debt Issuance Proceeds	\$50,000,000	\$56,391,865	\$106,391,865
	\$143,818,387	\$50,650,501	\$194,468,888
TRANSPORTATION FUNDS FOR CLEAN AIR (TFCA)			
Carryover Balance FY 02/03	\$529,108	(\$370,934)	\$158,174
Interest	\$18,805	(\$6,527)	\$12,278
TFCA Allocations	\$725,560	(\$28,636)	\$696,924
	\$1,273,473	(\$406,097)	\$867,376
CONGESTION MANAGEMENT AGENCY (CMA)			
STP 3% (MTC Planning - Federal) Carryover	\$524,406	(\$459,406)	\$65,000
STP 3% (MTC Planning - Federal) Grant	\$370,000	\$0	\$370,000
Prop K Match for STP 3%	\$115,880	(\$59,521)	\$56,359
STP-D (Doyle TOS)	\$12,091	(\$12,091)	\$0
Travel Demand Model Service Bureau (fees)	\$75,000	\$25,000	\$100,000
DPW Parking Revenue Carryover (Countywide Plan)	\$60,155	(\$60,155)	\$0
SB 45 Planning/Monitoring Funds FY 02/03	\$58,000	(\$58,000)	\$0
SB 45 Planning/Monitoring Carryover	\$0	\$87,000	\$87,000
SB 45 Planning/Monitoring Funds FY 03/04	\$59,000	(\$59,000)	\$0
Prop K Doyle Drive EDS Allocations	\$2,635,000	(\$2,635,000)	\$0
Prop K Central Freeway Carryover	\$26,158	(\$26,158)	\$0
Octavia Boulevard- Parking Revenue	\$663,000	(\$263,000)	\$400,000
Octavia Boulevard-Land Sale Proceeds	\$8,562,816	\$5,789,435	\$14,352,251
Market Street Study (BOS funds)	\$81,098	(\$81,098)	\$0
Market Street Study TLC Grant Carryover	\$50,000	(\$50,000)	\$0
Bicycle Plan Update Community Outreach (SHA)	\$98,725	(\$93,725)	\$5,000
Bayview-Oakdale Caltrain Station Study (SHA)	\$177,312	(\$92,312)	\$85,000
Outer Mission Planning Grant (SHA)	\$0	\$81,000	\$81,000
Van Ness BRT/Taraval TPS (FTA funds)	\$300,000	(\$125,000)	\$175,000
	\$13,868,641	\$1,907,969	\$15,776,610
TOTAL AUTHORITY REVENUES	\$158,960,501	\$52,152,373	\$211,112,874
EXPENSES:			
CAPITAL EXPENSES	\$124,630,801	\$78,935,575	\$203,566,376
Proposition K Program	\$118,943,317	\$71,292,339	\$190,235,656
Transportation Fund for Clean Air	\$1,202,000	(\$382,000)	\$820,000
Congestion Management Program	\$4,485,484	\$8,025,236	\$12,510,720
OPERATING EXPENSES	\$7,201,908	(\$1,636,293)	\$5,565,615
Personnel Expenses	\$1,783,081	\$599,811	\$2,382,892
Non-Personnel Expenses	\$5,418,827	(\$2,236,104)	\$3,182,723
NON-RECURRING EXPENSES			
Reauthorization Expenses - Proposition K.	\$451,174	(\$451,174)	\$0
UNOBLIGATED FUNDS	\$26,676,618	(\$24,695,735)	\$1,980,883
TOTAL AUTHORITY EXPENSES + UNOBLIGATED	\$158,960,501	\$52,152,373	\$211,112,874

SOLANO TRANSPORTATION AUTHORITY
FY 2003-04 BUDGET and PROPOSED FY 2004-05 BUDGET
 February 2, 2004

REVENUES		
STA Fund ¹	FY 03-04	FY 04-05
Gas Tax (Reserve Account)	\$50,000	\$30,000
Interest	\$0	\$0
STP ²	\$615,343	\$706,057
Gas Tax	\$237,427	\$263,066
YSAQMD	\$52,000	\$10,000
STIP ³	\$303,723	\$124,077
TCRP 25.2	\$35,500	\$60,000
DMV/AVA	\$5,000	\$11,000
STIP-TAP	\$40,600	\$69,400
TCRP 25.3	\$30,400	\$50,000
PCRCP	\$3,500	\$0
TCI	\$339,929	\$0
Trails	\$60,000	\$0
TDA Art. 4/8	\$464,248	\$380,052
TDA Art. 3	\$43,081	\$0
TFCA	\$353,366	\$337,470
STAF	\$721,956	\$364,890
LIFT	\$33,000	\$34,651
CBO	\$50,000	\$30,000
RIDES	\$356,441	\$355,000
State TEA	\$23,538	\$0
Sponsors	\$25,000	\$23,000
Subtotal	\$3,844,052	\$2,848,663

TFCA Program		
TFCA	\$393,760	\$60,000
Subtotal	\$393,760	\$60,000

Abandoned Vehicle Abatement Program		
DMV	\$353,671	\$339,000
Subtotal	\$353,671	\$339,000

Jepson Parkway		
STIP	\$220,000	\$30,332
Demo 1528	\$0	\$185,000
Subtotal	\$220,000	\$215,332

North Connector		
TCRP 25.2	\$986,800	\$553,000
Subtotal	\$986,800	\$553,000

I-80/680/780 Transit Study		
PCRCP	\$223,859	\$0
Subtotal	\$223,859	\$0

I-80/680/780 Corridor Study		
STP	\$333,800	\$0
SP&R	\$252,940	\$0
STIP (PPM)	\$32,477	\$0
Subtotal	\$619,217	\$0

I-80/I-680/SR 12 Interchange		
TCRP 25.3	\$1,860,500	\$1,843,000
Subtotal	\$1,860,500	\$1,843,000

TOTAL, ALL REVENUE	\$8,501,859	\$5,858,995
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EXPENDITURES		
Operations	FY 03-04	FY 04-05
Operations Management/Administration	\$953,860	\$987,861
STA Board of Directors	\$44,600	\$49,225
Expenditure Plan	\$200,000	\$75,000
Contributions to STA Reserve Account	\$50,000	\$30,000
Subtotal	\$1,248,460	\$1,142,086

SNCI		
SNCI Management/Administration	\$389,909	\$434,673
Employer/Van Pool Outreach	\$10,000	\$10,000
SNCI General Marketing	\$72,841	\$51,385
Fall Campaign	\$20,000	\$15,000
Bike to Work Campaign	\$10,000	\$10,000
BikeLinks Maps	\$13,000	\$0
Incentives	\$60,000	\$30,000
Specialized City Services	\$10,000	\$5,000
Guaranteed Ride Home Program	\$10,000	\$3,000
Transit Management Administration	\$0	\$0
Rio Vista Van Pool Program	\$33,000	\$31,651
Community Based Transit Study	\$39,285	\$30,000
Local Transit Studies	\$154,956	\$120,000
Subtotal	\$822,991	\$740,709

Project Development		
Project Management/Administration	\$63,012	\$180,287
STIP Project Monitoring	\$40,600	\$59,400
Traffic Safety Plan Update	\$5,000	\$0
Union St./Main St. Feasibility Study	\$10,000	\$0
Regional Impact Fee Feasibility Study	\$0	\$30,000
SR 113 MIS/Corridor Study	\$0	\$0
SR 12 Bridge Study	\$0	\$0
Jepson Parkway EIR	\$220,000	\$215,332
North Connector PA/ED	\$986,800	\$553,000
I-80/680/780 Corridor Transit Study	\$223,859	\$0
I-80/680/780 Corridor Study (Seg. 2-5)	\$252,940	\$0
I-80/680/780 Corridor MIS	\$366,277	\$0
I-80/680/12 Interchange PA/ED	\$1,860,500	\$1,843,000
Subtotal	\$4,028,988	\$2,881,019

Strategic Planning		
Planning Management/Administration	\$239,653	\$346,124
SolanoLinks Marketing	\$55,000	\$93,980
General Marketing	\$55,000	\$32,000
Events	\$37,000	\$30,000
Model Development/Maintenance	\$283,723	\$80,000
Solano County TLC Program	\$65,000	\$20,000
Comprehensive Transportation Plan	\$25,000	\$0
Countywide Pedestrian/Trails Plan	\$91,538	\$0
Countywide Bicycle Plan	\$35,081	\$0
2001-02 Bike Route Signs	\$5,000	\$0
Senior and Disabled Transit Study	\$90,000	\$0
Transit Consolidation Feasibility Study	\$0	\$30,000
Dixon/Auburn Rail Study	\$10,000	\$0
Oakland/Auburn Commuter Rail Study	\$25,000	\$0
FF/VV Rail Station Design	\$60,000	\$39,077
Route 30	\$237,065	\$25,000
Suisun Amtrak Lot	\$339,929	\$0
TFCA Programs	\$393,760	\$60,000
DMV Abandoned Vehicle Abatement Program	\$353,671	\$339,000
Subtotal	\$2,401,420	\$1,095,181

TOTAL, ALL EXPENDITURES	\$8,501,859	\$5,858,995
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Notes:
 1. Includes revenues for all departments -- Operations, SNCI, Project Development, and Strategic Planning.
 2. STP includes STP Planning, TLC, and STP/STIP Swap
 3. STIP includes PPM, APDE, and a share of Jepson STIP